

# COUNTY OF LOS ANGELES STRATEGIC PLAN

## 2011 Update

### Goals and Strategies

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#### GOAL 1: OPERATIONAL EFFECTIVENESS:

**Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.**

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#### Strategic Initiative 1: HUMAN RESOURCES MANAGEMENT

##### Priority Focus 1: Human Resource Architecture.

Long-Term Outcome Statement: To implement recommended new HR Architecture to best accomplish the County's long-term HR strategic goals by eliminating redundant functions and improving quality of HR services countywide (within 2-5 years)

##### Priority Focus 2: Classification/Compensation.

Long-Term Outcome Statement: Transform and improve the Classification/Compensation function for the County: by consolidating classifications based on a new competency-based model for Human Resources; fully implementing the customized Job Evaluation System (based on Federal Evaluation System) as a tool for measuring internal equity; and, providing classification and compensation technical training for central and line HR staff.

##### Priority Focus 3: Performance Management and Discipline.

Long-Term Outcome Statement: Promote a more effective Performance Management and Discipline Program by improving countywide consistency in the application of disciplinary actions and policies.

#### Strategic Initiative 2: RISK MANAGEMENT

##### Priority Focus 1: Workers' compensation cost reduction (including Risk Exposure Cost Avoidance Plan [RECAP] and safety issues).

Long-Term Outcome Statement: Reduce frequency of claims and return more employees to work following accidents.

##### Priority Focus 2: Vehicle usage and liability.

Long-Term Outcome Statement: Reduce accidents and related expenses involving County drivers and their vehicles, and expenses related to third-party damages.

##### Priority Focus 3: Employment practices.

Long-Term Outcome Statement: Reduce litigation expenses and claim frequency related to employment practices liability.

Strategic Initiative 3: Fiscal Management

Priority Focus 1: Contracting:

Long-Term Outcome Statement: Streamline and standardize contracts and the contracting process.

Priority Focus 2: Budget Process and Administration.

Long-Term Outcome Statement: Ensure a balanced budget, and streamline and improve communication and transparency in the budget process.

Priority Focus 3: Item Control.

Long-term Outcome Statement: Implement the eHR Position Control system to enable the County to track positions in accordance with authorized appropriations and provide increased budgetary control.

Strategic Initiative 4: COMMUNICATIONS

Priority Focus 1: Media Relations and Social Media

Long Term Outcome Statement: Provide timely and accurate communication to internal and external audiences, leveraging the internet and social media.

Priority Focus 2: Reporting County Results

Long Term Outcome Statement: Strengthen external communication tools to effectively share County's results and progress with the County's customers.

Priority Focus 3: Mobile Applications

Long Term Outcome Statement: Develop mobile applications to meet customer needs and increase County customers' access to County services.

Priority Focus 4: Policy Development and Implementation

Long Term Outcome Statement: Achieve improved Board, CEO and Department collaboration in policy development and implementation.

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**GOAL 2: CHILDREN, FAMILY, AND ADULT WELL-BEING:  
Enhance economic and social outcomes through integrated, cost-effective and client-centered  
supportive services.**

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Strategy 1: Client-Centered Integrated Services: Develop and implement client-centered approaches through integrated services and best practices.

Strategy 2: Information Sharing: Promote information sharing and strategic planning within and between clusters, departments, and agencies to create more accessible and cost effective service delivery.

Strategy 3: Cost Avoidance: Increase cost avoidance and improved service outcomes through improved administrative efficiency and management.

Strategy 4: Partnerships: Strengthen partnerships with community based-organizations, foundations, and other governmental agencies to maximize effectiveness, funding sustainability and capacity building.

Strategy 5: Maximize Resources: Maximize existing resources and program effectiveness through program evaluation and improved data management.

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**GOAL 3: COMMUNITY AND MUNICIPAL SERVICES:**

**Enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational and lifelong learning facilities programs; ensure quality regional open space, recreational and public works infrastructure services for County residents; and deliver customer oriented municipal services to the County's diverse unincorporated communities.**

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Strategy 1: Cultural and Recreational Enrichment: Increase accessibility to County cultural, recreational and lifelong learning facilities and programs.

- a. Promote County programs offering opportunities for cultural, recreational and lifelong learning and expand on enhancing program opportunities between multiple County departments that share services.
- b. Develop a long-range plan so that all residents of Los Angeles County, regardless of age, have access to quality, affordable cultural, recreational and lifelong learning services.

Strategy 2: Public Works Infrastructure: Provide quality public works infrastructure and land development services to our communities.

- a. Provide a system of regional public works infrastructure and services that proactively complies with or exceeds all environmental quality regulations in the areas of storm water and urban runoff, solid waste, drinking water and wastewater, thereby improving the quality of life for all of the residents of cities and unincorporated communities.
- b. Enhance service to all customers and stakeholders in land development and building permitting functions while protecting the interests of County residents in communities where development occurs by providing prompt, accurate, and coordinated business processes and monitoring of projects.

Strategy 3: Unincorporated Area Services: Implement a business plan that enhances and sustains unincorporated area services through a collaborative partnership with the Board offices, community, County departments and other agencies.

Strategy 4: Housing Opportunities: Promote a wide range of housing opportunities to meet the needs of persons of all income levels and those with special needs.

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**GOAL 4: HEALTH AND MENTAL HEALTH:**

**Improve health and mental health outcomes within available fiscal and other resources, by promoting proven service models and prevention principles that are population-based, client-centered and family-focused.**

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Strategy 1: Integrated Healthcare Delivery Systems: Improve regional integration and coordination of care between County directly operated programs and private providers, by improving access to specialty care, increasing coordination of services and enhancing communication across levels of care.

Strategy 2: High Risk/High Cost Populations: Develop multi-departmental integrated approaches for individuals with multiple problems to more effectively address substance abuse, mental health, health, housing and related issues, including proposals to increase or make better use of available revenue sources.

Strategy 3: Prevention/Population: Create a physical environment that is conducive to good health, by encouraging and enabling all Los Angeles County residents to make healthy choices about their diet, physical activity, and other behavior, and developing recommendations to enhance the quality of life of County residents living with physical and/or mental disabilities.

Strategy 4: Data Sharing:

- a. Framework: Establish a legal, policy, and procedural framework for sharing individually identified patient information for purposes of analysis, service planning, and coordination of care among County departments who provide services to the same individuals.
  - b. Technology Exchange: Establish the information systems foundation for future electronic exchange and begin routine electronic exchange of selected health and human services data among County departments serving the same individuals.
  - c. Measures: Promote collaboration between County departments by developing and implementing a comprehensive set of outcome measures that include specific benchmarks for cost-effectiveness and quality in services to County clients.
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**GOAL 5: PUBLIC SAFETY:**

**Ensure that the committed efforts of the public safety partners continue to maintain and improve to the highest level of safety and security standards for the people of Los Angeles County.**

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Strategy 1: Public Safety Accountability: Establish the ability for public agencies to measure and compare the outcomes of public safety programs to ensure that funding priorities generate the intended outcomes.

Strategy 2: Disaster Planning: Evaluate and refine a coordinated countywide catastrophic disaster plan to ensure workforce and resident readiness and preparedness in the event of a large-scale emergency.

Strategy 3: Custodial Overcrowding: Eliminate ineffective policies and inefficient procedures that lead to the systemic causes of custodial overcrowding and develop and institute countywide policies to reduce custodial overcrowding.

Strategy 4: Communications Interoperability: Implement practices and policies to improve communications interoperability between public safety agencies and improve service delivery to the community through partnerships, legislative, and technological efforts.

Strategy 5: Crime Prevention: Initiate and implement violence reduction initiatives to provide a safer environment for residents through collaborative efforts across County clusters and with our community partners.